

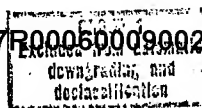
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SPECIAL REPORT
ON
LENGTH AND COST OF AGENCY OVERSEAS TOURS

Covering
Fiscal Years 1965 & 1966

Prepared by
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LENGTH AND COST OF OVERSEAS TOUR

1. Purpose of Study: To survey overseas assignments with respect to lengths of tours and the costs involved in getting staff employees to and from such assignments and to determine if any changes in current Agency overseas assignment policies might result in increased efficiency and economies.

2. Scope of Study:

a. Methodology: (Described in Tab A).

25X9A2 b. Number of Cases: The study consisted of a review of [REDACTED] 25X9A2 cases of staff employees who were assigned overseas during Fiscal Years 1965 and 1966 and [REDACTED] staff employees who returned from overseas assignments during this period (Tab B). The study excluded staff employees who were assigned overseas to meet certain crash requirements under highly unusual circumstances; e.g., Vietnam.

c. Definition of Tour: For the purpose of this study, a tour is defined as that continuous period of time from the date of PCS arrival of an employee at an overseas post until the date of his departure from the post whether for home leave and return to the same or another overseas post, for PCS reassignment in the United States, or for termination of Agency employment. Leave taken in the United States is excluded in determining lengths of tours.

d. Factors Considered:

- (1) Length of tour specified in travel agreement
- (2) Length of tour actually served
- (3) Amount of time taken to complete official travel
- (4) Average cost of change of station.

3. Findings:

a. The Agency's current practice is to require a two-year overseas tour of duty (Tab C). Employees are adhering to this standard, and on the average, exceed it by more than two months (Tab D).

25X1C4a b. The Agency's current length of tour in actual practice generally conforms to the various cover mechanisms. However, it does not conform with the [REDACTED] policy (Tab E) in every instance, e.g., junior officers and support staff personnel.

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c. The average cost of transporting an employee and his dependents to and from an overseas post, including shipment of household effects, and personally owned vehicle, as well as medical costs for physical examinations and immunizations was about \$8,600 (Tab F).

d. An average of 9.2 man-days was used by Agency employees in travelling to and from overseas posts (Tab G). Considerable monetary and travel time savings could be effected if employees were allowed only air-travel time (Tab H, paragraph 1). However, such potential savings would have to be weighed against possible adverse effects on employee morale.

e. Longer assigned tours, particularly for senior and mid-career officers at overseas posts, would give greater continuity, depth of operations, greater efficiency, and other intrinsic managerial advantages.

f. It would be advantageous to shift the emphasis away from the two-year overseas tour to one of a flexible tour policy of three years tailored to meet conditions, post by post, taking into account the substantial differences in geographic and climatic conditions, career opportunities, and employee interests (Tab I, paragraph 3). A flexible 36-month tour policy would result in an increase in the current average time spent at a post and would increase the productive span of employees and raise the overall level of efficiency. Theoretically, the resultant decrease in the number of employees rotating to and from overseas posts would reduce by approximately one-third the amount of non-productive time involved in travel, orientation, briefings, on-the-job training, etc. Although there would be some savings in travel and transportation costs, such savings would be secondary to the far greater advantages already enumerated.

4. Recommendations:

a. The Agency adopt a flexible 36-month tour policy as described in Tab I, paragraph 3).

b. An Overseas Tour Committee, which would be composed of senior representatives from each of the Career Services having overseas responsibilities, be established to determine the specific policy to be applied at each overseas post with regard to (1) length of overseas tour, (2) home leave, and (3) rest and recuperation leave, as appropriate.

c. Agency regulations be amended to (1) establish a common definition of an overseas tour, (2) delineate the flexible 36-month tour of duty policy, and (3) establish a home leave and rest and recuperation leave policy compatible with the flexible 36-month tour policy.

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